

## **General Description of Strategic Planning Process Implementation (in accordance with La. R.S. 39:31)**

*The LPDB Strategic Plan was approved by the Board of Directors on June 14, 2010 and revised on December 15, 2010 to reflect the agency vision statement and philosophy/values*

The Louisiana Public Defender Board (LPDB) underwent intensive preparation to plan for the submission of its first strategic plan. LPDB was created on August 15, 2007, configured its 17-person Board of Directors and hired its first staff (State Public Defender Jean M. Faria) on June 1, 2008. The majority of the 16-TO staff positions at LPDB were filled by January 2009.

In July 2009, LPDB met, as a full staff, for a professional development training that focused on goal-setting and quantifying the success of LPDB deliverables. Work product generated in June was then expanded upon as LPDB hosted a multi-day strategic planning retreat with all staff and Board members in August.

Over the last quarter of 2009, LPDB staff submitted its budget in its traditional form, as well as in the format required by the transition to 'performance-based' budgeting. Staff met with Beverly Stein of Public Strategies Group both in person and via telephone conference for training before the preparation of the budget, and feedback throughout the process, until submission. This provided further assistance in staff's appreciation for the value of strategic planning, in both in its component parts and as a comprehensive document.

Beginning in January 2009, after reviewing a number of proposals from well-regarded strategic planning consultants, LPDB contracted with Phyllis Subin, Esq. to assist LPDB craft strategic planning documents that complied with our own statutory obligations and the strategic planning obligations required under R.S. 39:31. Ms. Subin is the former State Public Defender for New Mexico. In her position there, she created a similar strategic plan for her entity and is aware of the internal and external challenges to creating and implementing a five-year strategic plan within a state public defender agency.

Over two full days in February 2009, Ms. Subin facilitated the strategic planning process and coordinated follow-up assignments. This process began at the very beginning, with the development of a mission, the setting of first-ever goals, and the identification of objectives, strategies, and performance indicators. Over many weeks, staff prioritized its projects and considered the requisite details of the action plans that inform all work-product outlined in the strategic plan.

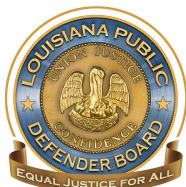
Since June 2008, LPDB has visited 90% of all districts and every contract program in the state. As a new agency, these visits are in large part outreach events, designed to effectively introduce our agency to the field, and allow the field ample access to the agency. Often these visits are

requested by the district, may include ‘office hours’ from executive staff members, and always encourage an open-door policy of communication. Also, LPDB coordinates three advisory councils: the District Defender Advisory Council, Assistant Defender Advisory Council and Juvenile Defender Advisory Council. These advisory councils are a critical link for meaningful communication between the agency and the field. LPDB has created a new website and coordinates a bi-monthly e-newsletter for the entire field to improve general communication and foster every opportunity for feedback to improve the public defender system for defenders, clients, other criminal justice and social service stakeholders, and the general public of Louisiana.

LPDB requires each district and program complete an annual survey that contains a comprehensive snapshot of the public defense program, including budget, staffing, caseload, salaries, court obligations, intake procedures, locally generated revenue, technology inventories and other information. Staff reviews each district/program’s completed survey, evaluates it for anomalies, verifies the information submitted and makes relevant policy decisions accordingly. The strategic plan submitted here reflects hundreds of hours of feedback from the field relating to LPDM programs and priorities.

The LPDB 17-member Board of Directors met 10 times in 2009 and has met five times thus far in 2010. Further, there are now three working subcommittees that are maximizing the Board’s ability to achieve tangible results. The frequency of Board Meetings, coupled with the multi-day retreat training, ensure that the Board and the staff have common priorities and a mutually agreed-upon vision for the future of the agency.

All staff participated in the development of the strategic plan. The plan was presented to the LPDB Board on June 14, 2010, where it was approved in the originally submitted format. The strategic plan was revised on December 15, 2010 to reflect the LPDB Vision Statement and Agency Philosophy, which were both approved by the Board of Directors during regular board meetings.



Louisiana Public Defender Board Strategic Plan  
(in accordance with La. R.S. 39:31)

*The LPDB Strategic Plan was approved by the Board of Directors on June 14, 2010 and revised on December 15, 2010 to reflect the agency vision statement and philosophy/values*

**Part 1: Mission, Vision and Philosophy**

*The following mission statement was adopted by the LPDB Board of Directors on April 24, 2010:*

In pursuit of equal justice, the Louisiana Public Defender Board advocates for clients, supports practitioners and protects the public by continually improving the services guaranteed by the constitutional right to counsel.

Through its commitment to performance standards, ethical excellence, data-driven practices and client-centered advocacy, the Louisiana Public Defender Board oversees the delivery of high quality legal services affecting adults, children and families, and supports community well-being across Louisiana.

*The following vision statement was adopted by the LPDB Board of Directors on August 24, 2010:*

The Louisiana Public Defender Board (LPDB), a recognized leader in the delivery of client-centered legal representation services, is a dynamic and engaged partner in local, state and national criminal and juvenile justice systems.

LPDB and its public defender offices prevent wrongful conviction, protect due process and constitutional rights, increase public safety, promote fiscal responsibility, and support economic growth throughout Louisiana

*The following agency philosophy was adopted by the LPDB Board of Directors on December 14, 2010:*

The core values/philosophy of the Louisiana Public Defender Board (LPDB) are:

- The belief that access to justice shouldn't depend on how much money is in your pocket, or which side of the parish line you are arrested
- Compliance with the Louisiana and U.S. Constitutions guaranteeing a meaningful right to counsel

- Belief that a strong public defender system improves the performance of all other criminal justice and social service systems, promoting public safety while protecting fundamental civil rights and liberties
- Belief that rehabilitation, treatment opportunities, support services, and community-based programs are the juvenile justice system's obligation to support the potential of children
- Respect for the inherent dignity of all clients
- Respect for all practitioners providing the admirable public service of delivering legal defense for indigent persons accused of crime
- Promotion of policies that promote adherence to the canon of ethics and rules of professional conduct for lawyers
- Promotion of policies that support client-centered defense delivery
- Equal dedication to all clients, regardless of charge or charge category (delinquency, misdemeanor, felony, capital appellate, post-conviction, FINS and/or CINC clients)
- Commitment to data-driven, evidence-supported best practices in public defense delivery
- Collaboration with other criminal justice agencies, social service providers and national partners
- Participation in local, state and national criminal justice research and policy-making
- Attainability of fairness in court proceedings for defendants, victims and the Louisiana public
- Transparency in agency decision-making and programs
- Responsible distribution, supervision and regulation of all tax funds dedicated to public defense delivery
- Creation and maintenance of a positive work environment where workload is manageable, all staff are valued, innovation and creativity is encouraged, and leadership is demonstrated by example

## **Part 2: Statement of Goals**

1) LPDB will attain adequate budgetary and other resources that are essential for the delivery and supervision of the high quality, ethical legal defense representation services on behalf of LPDB's indigent adult and juvenile clients throughout the State of Louisiana.

2) LPDB will cultivate a technologically proficient defender community that utilizes up-to-date data-driven practices in its case management and systemic advocacy.

3) LPDB will create and offer a statewide training and learning program for attorneys and non-attorney professionals that develops, promotes and supports their delivery across the state of effective, high quality legal representation services for all adult and juvenile clients.

4) LPDB leadership team will create an effective communications system that facilitates the exchange of meaningful information between the leadership team and all stakeholders across the state.

5) LPDB will develop, cultivate and support leaders in each district office that share and promote LPDB's vision of standards-based, community oriented, data driven and client-centered legal representation, while respecting local variances in defense delivery mechanism.

### **Part 3: Statement of Persons Served**

Principally, the LPDB oversees a single program and considers the defenders (attorney and non-attorney) and eligible indigent clients (and their families) a common community who mutually benefit from the LPDB Program.

Through its performance standards and commitment to data-driven policies, the Louisiana Public Defender Board will be accountable to the policy makers who supported the vision of fair public defense for all, to the tax payers who fund our programs, to the defenders who keep the system running, to the clients who depend on us to protect and defend their rights, and to the Louisiana community, who will be safer and stronger because we exist as an equal partner in the criminal justice system.

### **Part 4: Objectives**

***GOAL: LPDB will attain adequate budgetary and other resources that are essential for the delivery and supervision of the high quality, ethical legal defense representation services on behalf of LPDB's indigent adult and juvenile clients throughout the State of Louisiana.***

Objectives	Timeline	Person(s) Responsible
Develop an accurate assessment of the resources required to ethically and professionally fund the public defense function in Louisiana.	FY 11-15	ITM Officer
Implement reforms to improve the efficiency of the delivery of public defender services to maximize allocated resources.	FY 11-15	State Public Defender
Effectively maintain and expand the	FY 11-15	State Public Defender

LPDB budget to ensure incremental budget increases until adequate resources exist to achieve ethical and professional caseload/workload compliance.		
Improve the quality of public defense services for clients.	FY 11-15	Deputy Defender- Director of Training
Protect the state's risk management interests.	FY 11-15	General Counsel

***GOAL: LPDB will cultivate a technologically proficient defender community that utilizes up-to-date, data-driven practices in its case management and systemic advocacy.***

Objectives	Timeline	Person Responsible
Provide ongoing training to all data entry personnel in public defender offices in Louisiana. R.S. 15:156(B)(3)	FY 11-15	ITM Officer
Continuously supervise district/program compliance with data collection policies to improve the accuracy and depth of data collected through the Case Management System. R.S.15:147(B)(4)(c)	FY 11-15	ITM Officer
Provide technical assessments, recommendations and support for defenders in Louisiana. R.S. 15:156(B)(5)	FY 11-15	ITM Officer
Identify and procure enabling technology (hardware and software) for the LPDB board members and staff in compliance with state regulations. R.S.15:156(B)(5) and 15:56(B)(6)	FY 11-15	ITM Officer
Facilitate, maintain and improve communication between the field and LPDB.	FY 11-15	ITM Officer Special Projects Advisor
Facilitate, maintain and improve communication between LPDB and stakeholders.	FY 11-15	ITM Officer

***GOAL: To create a statewide training system that develops, promotes, and supports the delivery of effective, high quality services.***

Objectives	Timeline	Person Responsible
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Deliver annual recurring trainings for all public defender personnel that promote the core agency values, engage highly qualified and compelling faculty, address relevant issues in the field, continually respond to the needs of practitioners, and are well attended. R.S.15:152(B)(1)	FY 11-15	Deputy Defender- Director of Training
Facilitate every region or local district's development and implementation of a regular training program for local staff (with appropriate attention paid to juvenile defender training).	FY 11-15	Deputy Defender- Director of Training
Provide training on the changes to defense delivery and LPDB expectations when performance standards become effective through promulgation. R.S. 15:153(B)(4)	FY 12-15	Deputy Defender- Director of Training
Create and maintain the state's principal repository for resources relating to the practice of criminal and juvenile law in the state of Louisiana. R.S.15:153(B)(5)	FY 11-15	Deputy Defender- Director of Training
Increase annual recruitment of both local and non-local law students into the public defender workforce in Louisiana, with special attention to recruitment of minority lawyers. R.S. 15:148(B)(6)	FY 11-15	Deputy Defender- Director of Training

***GOAL: The LPDB leadership team will create an effective communications system that facilitates the exchange of meaningful information between the leadership team and stakeholders across the state.***

Objectives	Timeline	Person Responsible
Develop internal protocols that present a consistent message and efficient workstyle to stakeholders in Louisiana.	FY 11-15	State Public Defender
Increase the State Public Defender's accessibility to stakeholders in Louisiana, including criminal justice agency heads, social service providers and local bar associations.	FY 12-15	1 <sup>st</sup> Assistant to the SPD (new staff)
Strategically engage the LPDB Board	FY 12-15	1 <sup>st</sup> Assistant to the SPD (new staff)

of Directors in outreach, development and collaborative projects.		
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***GOAL: LPDB will develop, cultivate and support leaders in each district office that share and promote LPDB's vision of standards-based, community oriented, data driven and client-centered legal representation, while respecting local variances in defense delivery mechanism.***

Objectives	Timeline	Person Responsible
Consistently train defender staff to deliver a model of defense services to indigent clients that complies with the mission and values of LPDB, as well as national best-practices.	FY 11-15	Deputy Defender- Director of Training
Recruit and retain leaders in district offices and throughout the defense delivery system that share and promote LPDB's vision of client-centered, community oriented, legal representation.	FY 11-15	State Public Defender
Provide resources (financial, human and technical) to support the transformation of public defense delivery in Louisiana.	FY 11-15	State Public Defender
Uniformly, all staff at LPDB will reflect and demonstrate through their work product the values expected of the district defenders offices/programs.	FY 11-15	All LPDB Staff

## **Part 5: Potential External Factors Which May Affect the Achievement of Goals**

A number of potential external factors are beyond the control of the LPDB and could significantly affect the attainment of the stated goals and objectives. Among these factors are new demands, requirements, and/or changes in federal and state statutes, rules and regulations; increased litigation costs (both time and resources) associated with suits challenging the delivery of qualified public defender services; and/or in changes in judicial interpretation. In addition, the LPDB's funding is dependent upon economic changes at the local, state, and/or national levels. LPDB's grants, legislative appropriations and total organization may vary depending upon these economic fluctuations; moreover, legislative appropriations are also subject to changing priorities as determined by the Louisiana Legislature. Finally, some of the objectives identified in the LPDB 5-Year Strategic Plan require collaborative problem-solving with other criminal justice and social service entities. Factors, external and internal, affecting the implementation of their strategic plans may also affect the feasibility and timelines outlined herein.



## Part 6: Strategies

### GOAL:

*LPDB will attain adequate budgetary and other resources that are essential for the delivery and supervision of the high quality, ethical legal defense representation services on behalf of LPDB's indigent adult and juvenile clients throughout the State of Louisiana.*

**Objective:** Develop an accurate assessment of the resources required to ethically and professionally fund the public defense function in Louisiana.

Strategy	Timeline	Team Members
Develop an efficient, standardized measure for caseload/workload analysis. R.S. 15:156(B)(2)	FY 11	Trial-Level Compliance Officer Juvenile Justice Compliance Officer General Counsel
Procure and implement in the field an adequate case management system that serves line defender, LPDB agency, and stakeholder needs.	FY 11	ITM Officer State Public Defender General Counsel
Create and regularly convene an engaged "Budget Committee" within the LPDB Board of Directors to recommend (for full Board approval) budget policies/decisions that fairly distribute funds, assess deficiencies and promote the efficiency of public defense delivery.	FY 11-15	State Public Defender General Counsel Budget Officer Board Members
Collect data regarding staff, salary, experts, and ancillary services on an annual basis. R.S. 15:148(B)(12) and 15:148(B)(16)	FY 11-15	ITM Officer Budget Officer State Public Defender
Initiate a 6-month timekeeping pilot in three districts, and LPDB to evaluate its statewide application as a management and cost-analysis tool.	FY 11	1 <sup>st</sup> Assistant to the SPD (new staff) Trial-Level Compliance Officer Juvenile Justice Compliance Officer ITM Officer Budget Officer
Establish a case-weighting analysis that fully justifies requests for additional human and financial resources.	FY 12	State Public Defender ITM Officer Budget Officer Trial-Level Compliance Officer Deputy Defender-Dir. of Juv. Services
Produce a report addressing salary (and benefits, including retirement) parity between defenders and their prosecutorial counterparts, between defenders across the state, between juvenile and adult defenders and investigator pay, exploring the impact of these parity issues and making specific recommendations for their remedy.	FY 13	State Public Defender ITM Officer Budget Officer Research & Policy Analyst (new staff)
Actively monitor caseload/workload of all District offices and contract programs. R.S. 15:156(B)(2)	FY 13-15	Trial-Level Compliance Officer Juvenile Justice Compliance Officer

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**Objective:** Implement reforms to improve the efficiency of the delivery of public defender services and maximize allocated resources.

Strategy	Timeline	Team Members
Hire a Capital Case Coordinator (and his/her support staff) capable of evaluating and improving the efficiency of LPDB capital defense services. R.S. 15:152(B)(3)	FY 11	State Public Defender Trial-Level Compliance Officer Deputy Director- Director of Training General Counsel
Create and regularly convene an engaged “Policy Committee” within the LPDB Board of Directors to recommend policies (for full Board approval) that promote the efficiency of public defense delivery.	FY 11-15	State Public Defender General Counsel Board Members
Hire/Contract with a Director of Development to identify, submit, procure and manage a development campaign (including special events).	FY 11	State Public Defender Budget Officer General Counsel Administrative Coordinator Accountant
Pursue federal, state and private funds, to double the capacity (either staff or contract) in the state office in order to provide one-on-one financial and case data support, conduct audits, facilitate training, supervise defender performance and improve case law and policy communication between LPDB and the field. R.S. 15:152(B)(6) and 15:152(B)(10)	FY 11-15	Director of Development (new staff) State Public Defender General Counsel Special Projects Advisor
Work with criminal justice stakeholders to reclassify certain offenses that clog the criminal justice process, accelerate community deterioration and do not pose public safety threats.	FY 11-15	State Public Defender Trial-Level Compliance Officer
Identify the method of delivery of capital defense services at the trial level.	FY 11	Capital Case Coordinator (new staff) State Public Defender Trial-Level Compliance Officer ITM Officer Budget Officer
Reorganize the method of delivery of capital defense services at the trial level to reduce costs and improve quality of services. R.S. 15:169(A)	FY 12	Capital Case Coordinator (new staff) State Public Defender Trial-Level Compliance Officer ITM Officer Budget Officer
Develop and implement a standard indigency determination application for all district offices in Louisiana. R.S.15:174	FY 12	State Public Defender Deputy Defender- Director of Training Special Projects Advisor
Definitively evaluate the cost-effectiveness of contract v. staff delivery systems on a district-by-district basis,	FY 12	State Public Defender General Counsel

with full consideration of appropriation of appropriate salary ranges. R.S.15:147(B)(16)		Budget Officer ITM Officer Trial Level Compliance Officer Juvenile Justice Compliance Officer
Create a plan/cost-effectiveness analysis for regionalization for districts under direct litigation or performance review, in special circumstances. R.S. 15:163(A)	FY 12	State Public Defender General Counsel Trial-Level Compliance Officer Juvenile Justice Compliance Officer Budget Officer ITM Officer
Leverage the resources of the private bar in Louisiana to assist in the delivery of effective, high-quality public defender services through outreach and training.	FY 12-15	1 <sup>st</sup> Assistant to the SPD (new staff) State Public Defender Deputy Defender- Director of Training
Create a diverse network of public defender allies across the criminal justice and social service systems in Louisiana to emphasize the need for collaboration and innovation in criminal justice reform. R.S. 15:147(C)(2)	FY 12-15	1 <sup>st</sup> Assistant to the SDP (new staff) State Public Defender Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services Special Projects Advisor
Provide training and support to transition all public defender budgets to performance-based budgeting, based on a number of indicators. R.S. 15:155(B)(5)	FY 15	State Public Defender Budget Officer Director of Development (new staff)

**Objective:** Effectively maintain and expand the LPDB budget to ensure incremental budget increases until adequate resources exist to achieve ethical and professional caseload/workload compliance.

Strategy	Timeline	Team Members
Proactively monitor and respond to media related to public defense in Louisiana and systemic issues in the criminal justice system.	FY 11-15	1 <sup>st</sup> Assistant to the SPD (new staff) State Public Defender LPDB Board Chairman General Counsel
Annually, facilitate meetings between the State Public Defender and at least 10 state-level legislators.	FY 11-15	1 <sup>st</sup> Assistant to the SPD (new staff) Special Projects Advisor State Public Defender ITM Officer General Counsel
Continually improve the accuracy, scope and timeliness of data collection measures to justify budget needs.	FY 11-15	ITM Officer State Public Defender Budget Officer
Reach out to other criminal justice partners who are capable and compelling advocates at the Louisiana Legislature.	FY 11-15	State Public Defender 1 <sup>st</sup> Assistant to the SPD (new staff) LPDB Board Chairman General Counsel
Support local district's efforts to generate increased	FY 12-15	Director of Development (new staff)

local revenue to support the delivery of public defense services.		Special Projects Advisor Budget Officer General Counsel
Diversify allies who are capable and compelling advocates at the Louisiana Legislature.	FY 12-15	State Public Defender 1 <sup>st</sup> Assistant to the SPD (new staff) LPDB Board Chairman General Counsel Special Projects Advisor
As appropriate, work with the legislature and/or municipal authorities to bring public defender parity with the DA as it relates to office space allowances/rent reimbursement.	FY 13	State Public Defender General Counsel

**Objective:** Improve the quality of public defense services for clients.

Strategy	Timeline	Team Members
Develop a Contract for Public Defender Services and set fair salary structures for all District Defenders. R.S. 15:161(A)	FY 11	General Counsel State Public Defender Trial-Level Compliance Officer Budget Officer
Develop and promulgate Louisiana performance standards for representation in Child in Need of Care (CINC) cases, and support the ongoing evaluation of the utilization of these standards in the field.	FY 11	Deputy Defender– Dir. of Juv. Services Juvenile Justice Compliance Officer JIDAN Coordinator General Counsel
Develop and promulgate Louisiana performance standards for representation in delinquency cases, and support the ongoing evaluation of the utilization of these standards in the field.	FY 11	Deputy Defender– Dir. of Juv. Services Juvenile Justice Compliance Officer JIDAN Coordinator General Counsel
Create and maintain an appropriate online resource for LPDB staff and defenders in the field that allows them to access materials (practice advisories, recent rulings, etc.) and model documents (writs, motions, etc.) on a range of relevant legal issues.	FY 11-15	Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services Special Projects Advisor Executive Assistant to the SPD
Provide job descriptions and practice procedures and other support for investigators working or contracting with public defender offices/programs.	FY 11-15	Trial-Level Compliance Officer Juvenile Justice Compliance Officer Deputy Defender-Director of Training
Effectively utilize District Defenders/Program Directors to supervise and continually improve compliance with any/all LPDB performance standards by requiring that District Defenders/Program Directors regularly evaluate all staff on compliance of performance standards in their representation of clients by developing a performance evaluation tool.	FY 11-15	Trial-Level Compliance Officer Juvenile Justice Compliance Officer Deputy Defender-Director of Training

Develop, circulate and provide training on advocacy related to collateral consequences of a criminal conviction in Louisiana.	FY 11-15	Deputy Defender- Director of Training Special Projects Advisor
Develop and promulgate assigned counsel guidelines for the delivery of all public defense services in Louisiana, and support the ongoing evaluation of the utilization of these standards in the field.	FY 12	State Public Defender Trial-Level Compliance Officer Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services
Form an appropriate and mutually beneficial relationship with a non-profit entity to procure funding for innovative direct and indirect services for clients.	FY 12	State Public Defender Special Projects Advisor General Counsel
Develop and promulgate Louisiana performance standards for capital representation, and support the ongoing evaluation of the utilization of these standards in the field.	FY 12	Capital Case Coordinator (new staff) State Public Defender Trial-Level Compliance Officer General Counsel
Develop and promulgate Louisiana performance standards for representation in post-conviction cases, and support the ongoing evaluation of the utilization of these standards in the field.	FY 12	Capital Case Coordinator (new staff) Trial-Level Compliance Officer State Public Defender General Counsel
Develop and promulgate Louisiana performance standards for representation in Families in Need of Services (FINS) cases, and support the ongoing evaluation of the utilization of these standards in the field.	FY 13	Deputy Defender– Dir. of Juv. Services Juvenile Justice Compliance Officer JIDAN Coordinator General Counsel
Effectively record and promote the community value of effective public defense delivery through a client empowerment program and state and local client advisory councils.	FY 13	Special Projects Advisor ITM Officer
Develop and promulgate Louisiana performance standards for clients facing language access challenges to the criminal justice system, and support the ongoing evaluation of the utilization of these standards in the field.	FY 13	Special Projects Advisor State Public Defender
Develop and promulgate Louisiana performance standards for representation in appellate cases (excluding post-conviction), and support the ongoing evaluation of the utilization of these standards in the field.	FY 13	Trial-Level Compliance Officer State Public Defender General Counsel
Bring public defender caseloads/workloads into compliance with national and local performance standards as they relate to caseload/workload in at least five districts. R.S. 15:152 (B)(3)	FY 15	State Public Defender Deputy Defender- Director of Training Deputy Defender – Dir. of Juv. Services Trial-Level Compliance Officer Juvenile Justice Compliance Officer

**Objective:** Protect the state’s risk management interests.

Strategy	Timeline	Team Members
Undertake regular site visits in districts/programs across Louisiana to evaluate office functionality and attorney performance.	FY 11-15	Trial-Court Compliance Officer Juvenile Justice Compliance Officer Capital Case Coordinator (new staff)
Undertake follow-up site visits in districts/programs in Louisiana to evaluate implementation of LPDB recommendations.	FY 11-15	Trial-Court Compliance Officer Juvenile Justice Compliance Officer Capital Case Coordinator (new staff)
Initiate quarterly meetings with appropriate staff in the Division of Administration and the Office of the Governor related to actual or threatened litigation alleging unconstitutional delivery of legal defense services.	FY 11-15	General Counsel State Public Defender
Maintain and improve relevant information in the LPDB Continuity of Operations Plan (COOP).	FY 11-15	General Counsel State Public Defender ITM Officer
Proactively monitor case reporting information to identify, investigate and remedy anomalies in district/program data.	FY 11-15	ITM Officer Trial-Court Compliance Officer Juvenile Justice Compliance Officer Capital Case Coordinator (new staff)
Create and regularly convene an engaged “Ethics Committee” within the LPDB Board of Directors to recommend policies (for full Board approval) that anticipate and mitigate circumstances that involve ethical/unethical practices.	FY 11-15	State Public Defender General Counsel
Promptly prioritize and implement, if feasible, corrective action recommendations from in-house or third party reports that identify projects that would maximize the effectiveness of LPDB and its compliance with the 2007 Public Defender Act.	FY 11-15	Trial-Level Compliance Officer Juvenile Justice Compliance Officer State Public Defender General Counsel
Produce standardized, district-by-district assessments, as appropriate.	FY 12	ITM Officer Budget Officer
Collect and publish reports of public defender, client and community successes.	FY 12	Trial-Level Compliance Officer Juvenile Justice Compliance Officer Special Projects Advisor General Counsel
Produce a state public defender reform evaluation of all districts (standardized ‘report cards’).	FY 13	Special Projects Advisor Trial-Level Compliance Officer Juvenile Justice Compliance Officer ITM Officer General Counsel

**GOAL:**

***LPDB will cultivate a technologically proficient defender community that utilizes up-to-date, data-driven practices in its case management and systemic advocacy.***

**Objective:** Provide ongoing training to all data entry personnel in public defender offices in Louisiana.

Strategy	Timeline	Team Members
Develop a mechanism for data entry personnel to ask requests, provide feedback or request support.	FY 11-15	ITM Officer Technology Analyst Data Entry Technician
Provide regional trainings for data entry personnel on a regular basis.	FY 11-15	ITM Officer Technology Analyst Data Entry Technician
Develop and circulate materials/tutorials on the Case Management System, database management, excel documents and other relevant/requested software.	FY 11-15	ITM Officer Technology Analyst Data Entry Technician
Create a Case Management System orientation program for newly hired data entry personnel, as needed.	FY 11-15	ITM Officer Technology Analyst Data Entry Technician
Communicate, as needed, with Case Management System software technicians to continually improve the usability and benefit of the Case Management System.	FY 11-15	ITM Officer Technology Analyst Data Entry Technician
Solicit evaluations of the Case Management System and Case Management Support systems from data entry personnel in public defender offices in Louisiana.	FY 11-15	ITM Officer Technology Analyst Data Entry Technician

**Objective:** Continuously supervise district/program compliance with data collection policies to improve the accuracy and depth of data collected through the Case Management System.

Strategy	Timeline	Team Members
Perform regular performance audits of all districts/programs, with no more than 3 years lapsing between visits.	FY 11-15	Trial-Level Compliance Officer Juvenile Justice Compliance Officer Capital Case Coordinator (new staff) ITM Officer Budget Officer
Produce annual reports to the Legislature and Joint Legislative Committee on the Budget with accurate, in-depth assessments of the performance and efficiency of the public defender system along many markers. R.S. 15:152(B)(8)	FY 11-15	ITM Officer All LPDB staff
Develop a protocol to uniformly “grade” a district’s case reporting accuracy, and take corrective action.	FY 12	ITM Officer Technology Analyst Data Entry Technician

Contract/hire two regional Case Management Directors (one in N. Louisiana, one in S. Louisiana) to oversee the accurate collection of Case Management System data.	FY 12	ITM Officer Data Entry Technician

**Objective:** Provide technical assessments, recommendations and support for defenders in Louisiana.

Strategy	Timeline	Team Members
Conduct an annual technology and technology needs assessment in all LPDB-supported districts and district programs for internal decision-making and publication to policy makers.	FY 11-15	ITM Officer Technology Analyst Data Entry Technician
Develop a mechanism for data entry personnel to ask requests, provide feedback or request support.	FY 11-15	ITM Officer Technology Analyst Data Entry Technician
Seek technology funds from federal, state and local funding mechanisms to improve technology inventories in district public defender offices/programs.	FY 11-15	Director of Development ITM Officer Technology Analyst Data Entry Technician Special Projects Advisor
Provide personnel from the LPDB Technology Division to respond to technology requests articulated through the District Defender, Juvenile Defender and Assistant Defender Advisory Councils (and others, as relevant).	FY 11-15	ITM Officer Technology Analyst Data Entry Technician Special Projects Advisor
Develop and finance a secure, password protected, web-based writ, motion and training resource repository for defenders.	FY 12-15	ITM Officer Deputy Defender- Director of Training Data Entry Technician Special Projects Advisor
Pursue remote-access CLE training through web technology and training archiving.	FY 12-15	ITM Officer Deputy Defender- Director of Training Data Entry Technician

**Objective:** Identify and procure enabling technology (hardware and software) for the LPDB board members and staff in compliance with state regulations.

Strategy	Timeline	Team Members
Maintain familiarity with new technology, state procurement laws, and professional development opportunities to continuously maximize LPDB's technological capacity.	FY 11-15	ITM Officer Technology Analyst Data Entry Technician
Create annual technology budgets for inclusion in state annual reports and budget submissions.	FY 11-15	ITM Officer Technology Analyst



	Data Entry Technician
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**Objective:** Facilitate, maintain and improve communication between the field and LPDB.

Strategy	Timeline	Team Members
Maintain a relevant, timely, attractive and accessible website for practitioners and members of the LPDB Board of Directors.	FY 11-15	Special Projects Advisor Technology Analyst
Increase opportunities for long-distance learning through the LPDB mobile learning lab.	FY 11-15	ITM Officer Technology Analyst Data Entry Technician
Host regular webinars (online seminars) addressing budget, policy, training and technology developments affecting public defense delivery.	FY 11-15	ITM Officer Technology Analyst Data Entry Technician
Manage a juvenile defender listserv to maximize cross-district learning and foster professional relationships among the defender community.	FY 11-15	ITM Officer Data Entry Technician Special Projects Advisor Deputy Defender- Dir. of Juv. Services Juvenile Justice Compliance Officer
Manage an investigator defender listserv to maximize cross-district learning and foster professional relationships among the defender community.	FY 11-15	ITM Officer Data Entry Technician Special Projects Advisor Deputy Defender- Director of Training
Manage an Assistant Defender Liaison listserv to maximize cross-district learning and foster professional relationships among the defender community.	FY 11-15	ITM Officer Data Entry Technician Special Projects Advisor State Public Defender
Produce a bi-monthly electronic newsletter to all public defender staff in Louisiana with relevant case law updates, defender features, policy changes and other information.	FY 11-15	Special Projects Advisor General Counsel
Respond to requests from the field to encourage cross-district communication, including supporting <a href="mailto:DistrictX@publicdefenders.la.gov">DistrictX@publicdefenders.la.gov</a> e-mail addresses, managing a <a href="mailto:suggestions@lpdb.la.gov">suggestions@lpdb.la.gov</a> e-mail address, and allowing online searches by District Defender.	FY 11-15	ITM Officer Technology Analyst Data Entry Technician

**Objective:** Facilitate, maintain and improve communication between LPDB and stakeholders.

Strategy	Timeline	Team Members
Facilitate, maintain and improve methods of releasing press statements to state and national media and	FY 11-15	1 <sup>st</sup> Assistant to the SPD (new staff) Special Projects Advisor

communicating with news reporters.		
Maintain a relevant, timely, attractive and accessible website for the public, non-defense practitioners and clients.	FY 11-15	Special Projects Advisor Data Entry Technician
Facilitate LPDB access to stakeholders through office hours, online meetings, and other opportunities.	FY 11-15	1 <sup>st</sup> Assistant to the SPD (new staff) State Public Defender ITM Officer Special Projects Advisor
Improve and efficiently maintain up-to-date, district-specific information on public defense delivery across the state.	FY 11-15	ITM Officer Special Projects Advisor
Create a regular, hard copy newsletter for criminal justice, social service, civil rights and client community leaders.	FY 12-15	1 <sup>st</sup> Assistant to the SPD (new staff) Deputy Defender- Director of Training Special Projects Advisor

**GOAL:**

**LPDB will create a statewide training system that develops, promotes, and supports the delivery of effective, high quality services.**

**Objective:** Deliver annual recurring trainings for all public defender personnel that promote the core agency values, engage highly qualified and compelling faculty, address relevant issues in the field, continually respond to the needs of practitioners, and are well attended.

Strategy	Timeline	Team Members
Amend the 2007 Public Defender Act to allow LPDB to provide CLE at its trainings.	FY 11	Deputy Defender- Director of Training General Counsel
Increase the capacity of LPDB staff involved in the development of the LPDB training program through ‘train the trainers’ trainings and other professional development opportunities.	FY 11-15	State Public Defender Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services Trial-Level Compliance Officer Juvenile Justice Compliance Officer Special Projects Advisor Capital Case Coordinator (new staff) ITM Officer
Develop positive, professional relationships with nationally-regarded training faculty for the benefit of Louisiana defenders.	FY 11-15	Deputy Defender- Director of Training State Public Defender
Adequately promote trainings through the e-newsletter, website, district offices, and among the private bar with advance notice to ensure maximum participation.	FY 11-15	Deputy Defender- Director of Training Special Projects Coordinator
Obtain funds to defray costs associated with the LPDB	FY 11-15	Director of Development (new staff)

training program (from appropriate federal, state and local funding streams).		Deputy Defender- Director of Training Special Projects Coordinator
Provide personnel from the LPDB Training Division to respond to training requests articulated through the District Defender, Juvenile Defender and Assistant Defender Advisory Councils (and others, as relevant).	FY 11-15	Deputy Defender- Director of Training Special Projects Coordinator
Create and implement a standard, mandatory evaluation protocol from all participants, and utilize evaluations to improve future trainings.	FY 11-15	Deputy Defender- Director of Training
Create and continually improve an annually recurring, best-practices, week-long training for new defenders.	FY 11-15	Deputy Defender- Director of Training
Create and continually improve an annually recurring skills training on a recent development in case law or an identified deficiency in Louisiana defender practice.	FY 11-15	Deputy Defender- Director of Training Trial-Level Compliance Officer
Create and continually improve an annually recurring training for capital defenders to maintain their certification.	FY 11-15	Deputy Defender- Director of Training Capital Case Coordinator (new staff)
Create and continually improve a recurring training program to support investigator's delivery of legal defense services.	FY 11-15	Deputy Defender- Director of Training
Create and continually improve a recurring training specifically dedicated to improving the Leadership and Management skills of defender-leaders.	FY 11-15	Deputy Defender- Director of Training State Public Defender
Create and continually improve an annually recurring training dedicated to skills needed for delinquency representation.	FY 11-15	Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services
Establish an appropriate training for District Defenders/ Program Directors to evaluate performance specifically relating to the application and implementation of any/all LPDB performance standards relating to the representation of clients in their offices/ programs. R.S. 15:153(B)(2)	FY 12-15	Deputy Defender- Director of Training Trial-Level Compliance Officer Juvenile Justice Compliance Officer
Create, train and continually improve an annually recurring training for new juvenile defenders handling FINS, CINC and/or delinquency cases.	FY 12-15	Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services
Create and continually improve an annually recurring training dedicated to skills needed for FINS representation.	FY 12-15	Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services
Create and continually improve an annually recurring training dedicated to skills needed for CINC representation.	FY 12-15	Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services
Create and continually improve an annually recurring training focusing on interdisciplinary sentencing advocacy skills development for attorney and non-attorney staff.	FY 12-15	Deputy Defender- Director of Training Special Projects Advisor
Create and continually improve a recurring training for	FY 14-15	Deputy Defender- Director of Training

defenders and other criminal justice and social service stakeholders to address systemic improvement.		Special Projects Advisor Policy/Research Consultant (contract)

**Objective:** Facilitate every region or local district's development and implementation of a regular training program for local staff (with appropriate attention paid to juvenile defender training).

Strategy	Timeline	Team Members
Emphasize the importance of in-house trainings at annual Leadership and Management trainings hosted by LPDB.	FY 11-15	Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services
By contract, require that all District Defenders submit to a performance evaluation by their staff, particularly addressing the District Defender's responsiveness to training needs.	FY 12-15	Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services General Counsel
Promote local districts with pre-existing training programs through the e-newsletter, website, public education, legislative outreach and other opportunities.	FY 12-15	Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services
Dedicate LPDB staff resources to supporting District Defender or Assistant Defender-initiated training programs.	FY 12-15	Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services
Procure resources to assist district offices, through a competitive application process to hold trainings.	FY 13-15	Director of Development Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services

**Objective:** Create and maintain the state's principal repository for resources relating to the practice of criminal and juvenile law in the state of Louisiana.

Strategy	Timeline	Team Members
Maintain current and diverse literature on the latest developments in the adult and juvenile defense practice on the LPDB website.	FY 11-15	Deputy Defender- Director of Training Special Projects Advisor Policy/Research Consultant (contract)
Create and regularly circulate to public defenders an update of rulings, briefs, writs and other materials relevant to public defense, either online or in hard copy.	FY 12-15	Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services
Publish and circulate an annual, comprehensive report of statutory changes in criminal and juvenile law.	FY 12-15	Deputy Defender- Director of Training
Create an office library that archives relevant materials and a video-archive of relevant trainings for use by the defender community to utilize the resources at the LPDB office.	FY 12-15	Deputy Defender- Director of Training Data Entry Analyst

Develop and circulate protocols to support appellate and post-disposition advocacy in juvenile defense.	FY 12-15	Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services
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**Objective:** Increase annual recruitment of both local and non-local law students into the public defender workforce in Louisiana, with special attention to recruitment of minority lawyers

Strategy	Timeline	Team Members
Create a well-run, prestigious and mutually satisfying internship/externship program that utilizes local law student talent from each of the four local law schools to support local district offices/programs.	FY 11-15	1 <sup>st</sup> Assistant to the SPD (new staff) Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services Special Projects Advisor
Develop a LPDB fact sheet and other materials to promote the benefits of employment in the Louisiana public defender system.	FY 11-15	Special Projects Advisor State Public Defender ITM Officer General Counsel 1 <sup>st</sup> Assistant to the SPD (new staff)
Attend local/national job fairs and outreach events at the four Louisiana law schools, universities with criminal justice programs, national career fairs and other opportunities.	FY 11-15	1 <sup>st</sup> Assistant to the SPD (new staff) Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services Trial-Level Compliance Officer Juvenile Justice Compliance Officer
Support the development of criminal, juvenile and holistic advocacy clinics in law schools in Louisiana.	FY 11-15	Deputy Defender- Dir. of Juv. Services
Administer Louisiana's John R. Justice Grant Program to provide loan forgiveness to eligible public defenders and prosecutors in compliance with federal and state regulations.	FY 11-15	Director of Development Special Projects Advisor
Expand the LPDB Internship Program to include at least two investigator internships and two internships for students from law schools outside of Louisiana.	FY 12-15	1 <sup>st</sup> Assistant to the SPD (new staff) Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services Special Projects Advisor
Conduct a public education/outreach campaign to the state's local bar associations to promote public defenders and the public defender service to the community.	FY 12-15	1 <sup>st</sup> Assistant to the SPD (new staff) State Public Defender Special Projects Advisor
Initiate high school level programs (in coordination with guidance counselor offices) in Louisiana high schools.	FY 12-15	1 <sup>st</sup> Assistant to the SPD (new staff) Deputy Defender- Dir. of Juv. Services Special Projects Advisor
Develop externship programs with all appropriate higher education institutions.	FY 13-15	1 <sup>st</sup> Assistant to the SPD (new staff) Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services Special Projects Advisor
Engage LPDB staff and/or appropriate defenders to	FY 14-15	Deputy Defender- Director of Training

serve as faculty in law schools and institutions of higher learning in Louisiana.		Deputy Defender- Dir. of Juv. Services

**Objective:** Provide training on the changes to defense delivery and LPDB expectations when performance standards become effective through promulgation.

Strategy	Timeline	Team Members
Solicit feedback from the field and develop responsive state-wide training on new performance standards.	FY 12-15	Deputy Defender-Director of Training Deputy Defender-Dir. of Juv. Services ITM Officer
Consistently impose corrective action with non-compliance with promulgated LPDB standards/guidelines.	FY 12-15	Trial-Level Compliance Officer Juvenile Justice Compliance Officer

**GOAL:**

*The LPDB leadership team will create an effective communications system that facilitates the exchange of meaningful information between the leadership team and stakeholders across the state.*

**Objective:** Develop internal protocols that present a consistent message and efficient work style to stakeholders in Louisiana.

Strategy	Timeline	Team Members
Develop a meaningful vision statement.	FY 11	All LPDB Staff
Hire/Contract with a '1 <sup>st</sup> Assistant to the State Public Defender' to positively promote the work of LPDB to media outlets, social service providers, community leaders, the faith-based community, legal associations and other groups to raise public appreciation for the constitutional obligation to adequately resource the public defender system, both at the state agency, and in the districts. R.S. 152 (B)(6)	FY 11-13	State Public Defender General Counsel Executive Assistant to the SPD Administrative Coordinator Accountant
Supervise LPDB staff progress and divisions of labor per the LPDB Strategic Plan, addressing needs and correcting either staff work or the strategic plan, as necessary.	FY 11-15	1 <sup>st</sup> Assistant to the SPD (new staff)
Represent LPDB by attending all appropriate and relevant assigned meetings.	FY 11-15	1 <sup>st</sup> Assistant to the SPD (new staff)
Disseminate all surveys, requests for information, and other information from a single source.	FY 11-15	ITM Officer

Require all staff to submit weekly workplans for review and approval by the State Public Defender.	FY 11-15	1 <sup>st</sup> Assistant to the SPD (new staff)
Hold weekly staff meetings that provide an open and available opportunity to discuss workplans, duplication or any staff grievances.	FY 11-15	1 <sup>st</sup> Assistant to the SPD (new staff)
Provide opportunities for review and revision of the strategic plan with a formal 'signature of commitment' to work agreed upon by the collective group.	FY 11-15	1 <sup>st</sup> Assistant to the SPD (new staff)
Maintain both an external and internal 'Training and Events' calendar that is accessible and accurate.	FY 11-15	Deputy Defender- Director of Training Special Projects Advisor Executive Assistant to the SPD
Conduct annual and recurring media trainings for defenders in Louisiana.	FY 12-15	1 <sup>st</sup> Assistant to the SPD (new staff) Deputy Defender- Director of Training Special Projects Advisor

**Objective:** Increase the State Public Defender's and Deputy Director-Director of Juvenile Services' accessibility to stakeholders in Louisiana, including criminal justice agency heads, social service providers and local bar associations.

Strategy	Timeline	Team Members
In advance of every board meeting (at least 8 times/year by statute) produce a State Public Defender Report that advises the Board, practitioners and the public of advances in public defense in Louisiana by LPDB.	FY 11-15	1 <sup>st</sup> Assistant to the SPD (new staff) State Public Defender General Counsel
Represent Louisiana in parish, district, state and national criminal justice conferences, trainings and other opportunities.	FY 11-15	All Staff
Develop and maintain online and print materials that accurately reflect the agency and public defense system.	FY 11-15	Special Projects Advisor 1 <sup>st</sup> Assistant to the SPD (new staff) Deputy Defender- Director of Training General Counsel
Attend meetings of Children Youth and Planning Boards, Juvenile Justice Implementation Commission, School to Prison Pipeline Coalitions, JDAI sites, Models for Change sites and other relevant events/meetings in order to ensure appropriate exchange of information between LPDB, public defenders, stakeholders and service providers in the juvenile arena.	FY 11-15	Deputy Defender- Dir. of Juv. Services JIDAN Coordinator 1 <sup>st</sup> Assistant to the SPD (new staff)
Participate as an active member in the Louisiana State Bar Association Right to Counsel Committee.	FY 11-15	State Public Defender Deputy Defender- Dir. of Juv. Services 1 <sup>st</sup> Assistant to the SPD (new staff)
Undertake a meaningful public education campaign at institutions of higher learning, civic organizations,	FY 12-15	State Public Defender 1 <sup>st</sup> Assistant to the SPD (new staff)

community groups and within the faith community.		Special Projects Advisor

**Objective:** Strategically engage the LPDB Board of Directors in outreach, development and collaborative projects.

Strategy	Timeline	Team Members
Facilitate defender access to board members through e-newsletter features, “office hours”, advisory council participation, website information and other opportunities.	FY 11-15	1 <sup>st</sup> Assistant to the SPD (new staff) State Public Defender (SPD) Executive Assistant to the SPD Special Projects Advisor ITM Officer
Coordinate outreach events with board member participation.	FY 11-15	1 <sup>st</sup> Assistant to the SPD (new staff) State Public Defender (SPD) Executive Assistant to the SPD
Coordinate visits to adult prison facilities and juvenile detention centers with board members.	FY 12-15	1 <sup>st</sup> Assistant to the SPD (new staff) State Public Defender (SPD) Executive Assistant to the SPD Deputy Defender- Dir. of Juv. Services
Coordinate media outreach that involves board members.	FY 12-15	1 <sup>st</sup> Assistant to the SPD (new staff) State Public Defender SPD Executive Assistant to the SPD
Resource board member attendance at state and national criminal justice conferences and/or trainings.	FY 12-15	State Public Defender SPD Executive Assistant to the SPD

**GOAL:**

*LPDB will develop, cultivate and support leaders in each district office that share and promote LPDB’s vision of standards-based, community oriented, data driven and client-centered legal representation, while respecting local variances in defense delivery mechanism.*

**Objective:** Consistently train defender staff to deliver a model of defense services to indigent clients that complies with the mission and values of LPDB as well as national best-practices.

Strategy	Timeline	Team Members
Provide and resource professional development opportunities to LPDB staff.	FY 11-15	State Public Defender
Utilize clients as faculty members to promote trust-based relationships.	FY 12-15	Deputy Defender- Director of Training
Cultivate a geographically diverse cadre of at least 15 local defender trainers to enhance the LPDB training	FY 12-15	Deputy Defender- Director of Training



program by promoting local commitment to shared values.		
Provide recurring, evolving cultural competency training to defender staff.	FY 12-15	Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services Special Projects Advisor JIDAN Coordinator

**Objective:** Recruit and retain leaders in district offices and throughout the defense delivery system that share and promote LPDB's vision of client-centered, community oriented legal representation.

Strategy	Timeline	Team Members
Replace all retiring/resigning District Defenders with persons who articulate and can demonstrate a commitment to the LPDB vision of defense delivery.	FY 11-15	LPDB Board of Directors State Public Defender Trial-Level compliance Officer Juvenile Justice Compliance Officer
Fully implement the board-adopted client complaint policy that encourages client feedback of public defense delivery.	FY 11-15	Trial-Level compliance Officer Juvenile Justice Compliance Officer
Coordinate District Defender (State Public Defender), Assistant Defender (Special Projects Advisor), and Juvenile Defender Advisory Councils (Deputy Defender-Dir. of Juv. Services) that are responsive to local needs in the field and promote cross-district learning.	FY 11-15	State Public Defender Special Projects Advisor Deputy Defender- Dir. of Juv. Services
Expand Advisory Councils (membership and perspective) as necessary.	FY 12-15	State Public Defender Special Projects Advisor
Develop a protocol to provide financial incentives for District Defenders who give up private practice, seek additional local funding, and admirably represent the values of LPDB.	FY 12-15	State Public Defender Board of Directors General Counsel Budget Committee of the Board
Create an LPDB event to recognize and celebrate District Defender leadership that admirably represents the values of LPDB.	FY 12-15	1 <sup>st</sup> Assistant to the SPD Director of Development Special Projects Advisor
Transition all programs receiving LPDB funds to performance based budgeting and utilize our budget to encourage offices demonstrating shared vision with LPDB.	FY 15-15	State Public Defender ITM Officer Budget Officer Budget Committee of the Board Director of Development

**Objective:** Provide resources (financial, human and technical) to support the transformation of public defenders to community defenders.

Strategy	Timeline	Team Members
Create a “community defender toolkit” to encourage district offices/programs to improve their model of practice.	FY 11	State Public Defender Special Projects Advisor
Create an ‘ExtraLegal Needs Assessment’ of pre-trial, incarcerated, public defender-appointed clients.	FY 11	Trial-Level Compliance Officer Special Projects Advisor
Procure funds, develop and maintain an online, statewide social service directory/database for all public defenders in Louisiana.	FY 11-15	Special Projects Advisor ITM Officer
Annually, implement the ‘ExtraLegal Needs Assessment’ in at least three districts through prison interviews conducted by LPDB staff, district staff and interns/other staff, and publish findings.	FY 12-15	LPDB Leadership Team
Contract with a lawyer-disposition advocate team to develop materials, do training and prepare district offices wishing to integrate a social worker into the defense team to better provide community defense for their clients.	FY 13	State Public Defender Special Projects Advisor General Counsel
Fund, over a pilot term, a minimum of three pilot offices, with previously demonstrated capacity and commitment, to implement Defender Services Programs.	FY 14	Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services Trial-Level Compliance Officer Juvenile Justice Compliance Officer Special Projects Advisor
Submit an annual report on the community benefit and cost-effectiveness of the LPDB Defender Services Programs to the Louisiana Legislature.	FY 15	State Public Defender ITM Officer Special Projects Advisor

**Objective:** Uniformly, all staff at LPDB reflect and demonstrate through their work product the values expected of the district defenders offices/programs.

Strategy	Timeline	Team Members
LPDB staff will test new policies, if applicable and including time-keeping, within the agency before mandating them in the field.	FY 11-15	All LPDB staff
LPDB leadership will promote professional development opportunities and make resources available for staff to enhance their appreciation of criminal justice topics, the community defender model, and the needs of the client community.	FY 11-15	LPDB Leadership Team
LPDB staff will participate in the ‘ExtraLegal Needs Assessment’ and spend time in prison facilities supporting the district’s efforts to make systemic changes in their local justice systems.	FY 11-15	All LPDB staff

All LPDB staff will complete the same 'Supervisor Evaluation' that is completed for District Defenders and will submit it to the LPDB Board.	FY 11-15	All LPDB staff
The State Public Defender will regularly evaluate all staff on an annual basis.	FY 11-15	State Public Defender
LPDB will provide an appropriate reception area for all visitors.	FY 11-15	1 <sup>st</sup> Assistant to the SPD (new staff) Special Projects Advisor
LPDB will recruit, empower and sustain a community advisory board.	FY 13-15	1 <sup>st</sup> Assistant to the SPD (new staff) Special Projects Advisor

**Objective:** Establish and supervise an appropriate performance evaluation program for District Defenders, attorneys and non-attorney staff members and contractors.

Strategy	Timeline	Team Members
Develop a policy relating to performance reviews at the district/program level that escalate to request LPDB intervention.	FY 11	General Council Trial Compliance Officer Policy Committee of LPDB
Require that District Defenders perform at least annual reviews of all their staff (employee or contract, attorney and non-attorney), utilizing the performance assessment tool developed by LPDB in FY 11.	FY 12	State Public Defender General Counsel
Require that District Defenders provide and encourage their staff (employee or contract) to submit an annual 'Supervisor Evaluation' (developed by LPDB) of the District Defender to the LPDB Compliance Officers.	FY 12	State Public Defender Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services

## Part 7: Avoiding Duplication of Effort

LPDB will establish an effective communication system among leadership team staff so that all projects will be effectively managed and all work assignments will be streamlined. This system includes:

- Contracting with a '1<sup>st</sup> Assistant to the State Public Defender' to coordinate workplans and monitor compliance with the LPDB Strategic Plan
- Development of clear job descriptions and revision of job descriptions, as necessary
- Development of an orientation program for LPDB staff
- Creation and circulation of an LPDB Employee Manual
- Quarterly reviews with Direct Supervisor (see organizational chart)
- Bi-annual reviews with State Public Defender
- Creation of an Agency Development Committee comprised of both LPDB board members and staff that regularly meets to discuss agency issues and possibilities for improvement

- Weekly full-staff and/or executive staff meetings that consistently provide the opportunity for staff to discuss current/ongoing projects
- Monthly meetings of the division heads
- Creating protocols that require all staff to create weekly work plans which outline all work and must be approved by the State Public Defender
- Creating protocols that require all staff to maintain regular timekeeping practices for review by the State Public Defender
- Maintenance of an up-to-date calendar of events/appointments/field visits that is accessible to all staff
- Annually, or more often as necessary, conduct a day-long, full-staff reevaluation of the LPDB 5-year Strategic Plan

## Part 8: Performance Indicators for Each Objective

**Objective:** Develop an accurate assessment of the resources required to ethically and professionally fund the public defense function in Louisiana.

Input/Output	Singular, effective case management system including timekeeping / reduction in inaccuracy of data
Outcome	Accurate assessment of ethical caseload/workload limits, salary ranges and ‘real cost’ of public defense function
Efficiency	Appropriate state budgeting
Quality	Percentage of accuracy assessed through compliance/content audits

**Objective:** Implement reforms to improve the efficiency of the delivery of public defender services to maximize allocated resources.

Input/Output	Capacity to include Capital Case Coordinator / Additional executive-level staff specifically dedicated to supervise and significant portion of LPDB program budget
Outcome	Improvements in quality and efficiency of capital defense programs
Efficiency	Reduction in portion of state allocation due to reorganization
Quality	100% compliance with standardized, best-practices certification program

Input/Output	Capacity to include Director of Development / Increased amount of self-generated federal, state and local grant funds
Outcome	Increased resources for public defense function not borne by local tax revenue
Efficiency	Funds generated versus cost of Director of Development
Quality	Compliance with grant reporting requirements and eligibility for resubmission

Input/Output	Private bar participation / Increased number of cases assigned to qualified pro bono attorneys
Outcome	Increased number of clients served
Efficiency	Cost savings to system (state and local)
Quality	Increased training opportunities afforded private bar taking pro bono cases

Input/Output	Criminal justice policy review / Increased support for reclassification of certain crimes
Outcome	Reclassification of certain crimes
Efficiency	Reduction in pre-trial incarceration costs and collateral community consequences
Quality	Percentage in reduction of corrections costs

Input/Output	Performance-based budgeting / Increased number of districts receiving performance based awards
Outcome	Fair, financial recognition of efficient, effective programs at all levels
Efficiency	Increased resources for more effective programs
Quality	Increased approval of budget process by Budget Committee training and evaluation

**Objective:** Effectively maintain and expand the LPDB budget to ensure incremental budget increases until adequate resources exist to achieve ethical and professional caseload/workload compliance.

Input/Output	Outreach to policy makers / Number of policy maker meetings
Outcome	Number of policy makers advancing the reform vision of the 2007 Public Defender Act
Efficiency	Cost per visit
Quality	Increased policy maker support for adequate budget appropriation

Input/Output	Outreach campaign to social service and criminal justice stakeholders / Network of collaborative allies to support efficient, effective public defense services
Outcome	Increases in state appropriation up to required resources
Efficiency	Increased cost savings through collaborations reduce duplication since many public defender clients also utilize state-funded services in other areas
Quality	Increased programmatic collaboration towards uniting social service and criminal justice services, reduced recidivism rates

**Objective:** Improve the quality of public defense services for clients.

Input/Output	Contract for District Defender Services / Increased sign-rate for District Defender salary, scope of services and reporting requirements codified by contract
Outcome	100% compliance with all District Defenders
Efficiency	Standardized contract with formula for salary assessment and expected duties
Quality	Increase in ability to utilize contract to ensure compliance with LPDB policies and vision

Input/Output	Performance Guidelines and Standards for all levels of representation / Increased number of defenders aware, trained, and evaluated on the quality of representation relating to Performance Guidelines and Standards at all levels
Outcome	Number of levels of representation (capital, felony, appellate, juvenile, etc.) with promulgated Performance Guidelines and Standards
Efficiency	Processing time to draft, review, promulgate, publish and train

Quality	Guidelines and Standards' promulgation process feedback from all stakeholders and national experts
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**Objective:** Protect the state's risk management interests.

Input/Output	Regular site visits of districts and programs / Number of changes in practice requested
Outcome	Increased support for defenders (all forms) and quality of services for clients
Efficiency	Reduction in practice reforms requested by LPDB over time
Quality	Increased compliance in follow-up visit reports

Input/Output	Standardized cross-district assessment protocol / Number of districts receiving positive reviews
Outcome	Number and identification of districts needing aggressive LPDB support
Efficiency	Processing time to make assessments and respond to assessment results
Quality	Consistent progress towards achieving the Legislature's constitutional obligation to provide for uniform quality of public defense services across the state, measured by percentage of districts receiving similar assessments

**Objective:** Provide ongoing training to all data entry personnel in public defender offices in Louisiana.

Input/Output	Regional Data Entry Training Events / Number of data technicians served
Outcome	Increasing accuracy of data collection measures
Efficiency	Reduction in time and labor-sensitive individual training and troubleshooting
Quality	Increased (system-wide) data reporting accuracy (confirmed through compliance/data audits) Feedback from data entry personnel

**Objective:** Continuously supervise district/ program compliance with data collection policies to improve the accuracy and depth of data collected through the Case Management System.

Input/Output	Compliance/data audits accompanying all performance audits of district offices and programs / Number of districts with verified data accuracy
Outcome	Number of districts with reliably accurate data entry to meet LPDB policies and statutory requirements
Efficiency	Increased attention to districts with unreliable data
Quality	Percentage of districts achieving 90+% accuracy in district data reporting

**Objective:** Provide technical assessments, recommendations and support for defenders in Louisiana.

Input/Output	Technical needs and inventory surveys / Number of reports detailing outstanding technology needs
Outcome	Increased appropriation for technology
Efficiency	Number of offices employing standardized and necessary hardware and software

Quality	Increased responsiveness and accuracy of survey confirmed through compliance/data audits
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**Objective:** Identify and procure enabling technology (hardware and software) for the LPDB board members and staff in compliance with state regulations.

Input/Output	Technical needs and inventory surveys / Number of reports on outstanding technology needs
Outcome	Increased appropriation for technology
Efficiency	Expedited communication with the field and implementation of all programmatic goals
Quality	Increased board member satisfaction with communication and programmatic performance

**Objective:** Facilitate, maintain and improve communication between the field and LPDB.

Input/Output	LPDB's website and internal e-newsletter viewership / Number of visitors accessing the site monthly and reading the e-newsletter (bimonthly)
Outcome	Number of practitioners accessing and increasing communication with LPDB through website access and e-newsletter distribution
Efficiency	Cost for maintenance (assessed via viewership/readership)
Quality	Percentage of positive feedback related to all feedback

Input/Output	Number of appropriately managed list-serves for defenders / Number of participants making listserv submissions
Outcome	Number of exchanges of substantive legal advice or work product
Efficiency	Number of defenders served
Quality	Percentage increase in monthly and/or annual submissions

**Objective:** Facilitate, maintain and improve communication between LPDB and stakeholders.

Input/Output	LPDB website / Number of monthly content uploads
Outcome	Number of non-practitioners accessing and increasing communication with LPDB through website access
Efficiency	Cost for maintenance (assessed via viewership)
Quality	Percentage of positive feedback

Input/Output	Requests (internal and external) for communication through long-distance learning technology / Number of persons engaged (internal and external) through long-distance learning technology
Outcome	Increased accessibility to stakeholders in remote locations
Efficiency	Savings related to lack of physical travel
Quality	Percentage of users leaving positive feedback and reutilizing technology

Input/Output	Bi-annual newsletter to broad-based audience / Increased database for distribution
Outcome	Percentages of community leaders receiving regular communication about LPDB and public

	defense in Louisiana
Efficiency	Number of returned newsletters
Quality	Feedback to newsletters, Requests for subscription

**Objective:** Deliver annual recurring trainings for all public defender personnel that promote the core agency values, engage highly qualified and compelling faculty, address relevant issues in the field, continually respond to the needs of practitioners, and are well attended.

Input/Output	Comprehensive Trainings / Number of defenders trained
Outcome	Number of defender staff integrating training skills into improved quality of representation
Efficiency	Number of trainings filled to maximum capacity
Quality	Increased positive feedback from mandatory, anonymous evaluations from faculty and participants, Defender retention, Increased levels of defender supervision

Input/Output	National faculty required for training / Number of national faculty recruited for recurring training at reduced fees
Outcome	Number of Louisiana defenders trained by nationally renown faculty
Efficiency	Cost savings (faculty fee reductions)
Quality	Mandatory, anonymous evaluations of faculty performance and impact

**Objective:** Facilitate every region or local district's development and implementation of a regular training program for local staff (with appropriate attention paid to juvenile defender training).

Input/Output	Self-sustaining training programs in state / Number of district offices initiating new training programs
Outcome	Increased number of local-level training programs
Efficiency	Cost savings for local trainings by local faculty
Quality	Evaluations of District Defender training programs (reviewed by LPDB)

**Objective:** Provide training on the changes to defense delivery and LPDB expectations when performance standards become effective through promulgation.

Input/Output	Standards and guidelines trainings / Number of defenders trained on new standards and guidelines
Outcome	Reduction in number of trained defenders whose quality of representation is out of compliance with standards and guidelines
Efficiency	Number of defenders trained versus entire eligible defender population
Quality	On and off-site performance reviews by the District Defenders and LPDB Compliance Officers

**Objective:** Create and maintain the state's principal repository for resources relating to the practice of criminal and juvenile law in the state of Louisiana.



Input/Output	LPDB library and online archive / Annual growth in number of materials in LPDB library and online archive
Outcome	Increased writ and motion practice in Louisiana courts
Efficiency	Assessed value of materials (one site versus piecemeal throughout the state with duplication)
Quality	Defender feedback and contribution to library and archive

**Objective:** Increase annual recruitment of both local and non-local law students into the public defender workforce in Louisiana, with special attention to recruitment of minority lawyers

Input/Output	Interns applying for participation in LPDB Internship Program / Number of qualifying interns accepted into LPDB Internship Program
Outcome	Increase in qualified applicants seeking internship opportunities
Efficiency	Number of hours directed into public service (quantified by dollars)
Quality	Increase in number and quality of applicants, Increase in number of former interns choosing employment in public defender offices/programs

Input/Output	Externs applying for participation in LPDB Externship Program / Number of qualifying externs accepted into LPDB Externship Program
Outcome	Increase in qualified applicants seeking externship opportunities
Efficiency	Number of hours directed into public service (quantified by dollars)
Quality	Increase in number and quality of applicants, Increase in number of former externs choosing employment in public defender offices/programs

Input/Output	Outreach events LPDB attends to recruit new lawyers to employment / Number of new defenders attending Defender Training Institute (mandatory orientation for new defenders)
Outcome	Increased annual recruitment of new defenders to public defense system
Efficiency	Retention of new defenders after one year of service
Quality	Frequency of sustained communication between of Defender Training Institute participants

**Objective:** Develop internal protocols that present a consistent message and efficient work style to stakeholders in Louisiana.

Input/Output	Specific staff member dedicated to this objective / More realistic workload for State Public Defender
Outcome	Increased cooperation of LPDB staff working toward common goals
Efficiency	Reduction in duplication of effort
Quality	Compliance with LPDB strategic plan

**Objective:** Increase the State Public Defender's accessibility to stakeholders in Louisiana, including criminal justice agency heads, social service providers and local bar associations.

Input/Output	State Public Defender Outreach Meetings / Number of meetings with stakeholders that achieve specific objectives
Outcome	Increased network of allies to collaborate with public defender on community solutions
Efficiency	Increase in budget allocation / Increase in policy changes that maximize efficiency in the criminal justice system
Quality	Availability and diversity of allies advocating for public defender resources

**Objective:** Strategically engage the LPDB Board of Directors in outreach, development and collaborative projects.

Input/Output	Number of Board Members / Number of projects utilizing board members
Outcome	Increased engagement with the entities who appoint board members
Efficiency	Number of events per board member
Quality	Increased positive feedback and attendance of board members at LPDB events

**Objective:** Consistently train defender staff to deliver a model of defense services to indigent clients that complies with the mission and values of LPDB, as well as national best-practices.

Input/Output	Number of local defenders / Number of local defender-trainers
Outcome	Number of local defenders able to serve as faculty in LPDB trainings
Efficiency	Cost per training saved
Quality	Increased positive support from trainees for local faculty

**Objective:** Recruit and retain leaders in district offices and throughout the defense delivery system that share and promote LPDB's vision of client-centered, community oriented, legal representation.

Input/Output	Number of advisory councils / Number of active members
Outcome	Number of exchanges of substantive feedback for LPDB
Efficiency	Number of defenders served
Quality	Percentage increase in monthly and/or annual participation Number of requests satisfied/implemented

**Objective:** Provide resources (financial, human and technical) to support the transformation of public defense delivery in Louisiana.

Input/Output	OPD Defender Services Program / Model "toolkit" for replication in other districts
Outcome	Number of programs appropriately staff in a community defender model of practice
Efficiency	Decrease in recidivism rate
Quality	Increase in positive feedback from defenders, clients and community policy makers

**Objective:** Establish and supervise an appropriate performance evaluation program for District Defenders, attorneys and non-attorney staff members and contractors.

Input/Output	Annual evaluation forms / Increased response rate to evaluations of all staff
Outcome	Number of students with at least annual performance reviews
Efficiency	Number of defenders providing written performance reports as satisfactory or above
Quality	Increased number of defenders delivering public defense services upon satisfactory review

**Objective:** Uniformly, all staff at LPDB reflect and demonstrate through their work product the values expected of the district defenders offices/programs.

Input/Output	Number of projects beta-tested at LPDB / Tested evaluation/modification of beta test
Outcome	Increased support for LPDB projects in the field
Efficiency	Number of programs voluntarily implementing programs
Quality	Percentage of positive feedback through various advisory councils

## **Part 9: Statement of Support for Policies Helpful to Women and Families**

The following Human Resource policies are beneficial to all LPDB employees, including women and their families:

LPDB provides equal opportunities for the recruitment, employment, training and promotion of all employees based solely on merit factors and prohibits the use of gender and other non-merit factors.

LPDB complies with the Family and Medical Leave Act, as applicable, to provide up to 12 workweeks of “job-protected” paid or unpaid leave during any 12-month period of eligible employees (regardless of gender and other non-merit factors) for certain specified family and medical reasons.

LPDB credits and grants leave in accordance with Civil Service Rules and other applicable provisions. Leave is administered as uniformly and equitable as possible without regard to gender and other non-merit factors.

LPDB permits the use of flexible time schedules for employees as approved by the supervisor and management.

### **Supplemental Materials (submitted in hard copy only):**

- 1) Strategic Planning Checklist
- 2) Programmatic Organizational Chart
- 3) Staff Organizational Chart
- 4) Board of Directors (List of appointments, brief biographies)
- 5) 2007 Public Defender Act